



LESSONS IN ACQUISITION

"The Army can go one of two ways."

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ARMED FORCES ALL SAINTS BALL

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Solar Powered

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THE PICATINNY VOICE



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June 17, 2011



Photo by Todd Mozes

Fallen New Jerseyans honored

Picatinny Arsenal Chaplain Maj. Kevin Doll salutes a memorial wreath placed near the section of the Arsenal Tree Memorial where trees are planted to honor the memory of New Jersey-connected service members who lost their lives in 2010 while serving in Iraq and Afghanistan. This year's Tree Memorial ceremony was held June 11 in the Lindner Conference Center, after which family members visited the site where the trees are planted.

Tree Memorial continues tradition

BY ED LOPEZ

Editor

A crackling 21-gun salute and the mournful sound of a bugler playing "Taps" set the tone for the ceremony here June 11 that extended the tradition of honoring fallen service members who have a connection to the Garden State.

This year's Tree Memorial ceremony honored 14 New Jersey-connected service members who lost their lives in 2010 while serving in the U.S. Armed Forces in Iraq and Afghanistan.

"We extend a special welcome to the family members and loved ones of New Jersey's fallen service men and women who have traveled here this morning to take part in this ceremony," Brig. Gen. Jonathan A. Maddux, Picatinny Arsenal Commanding General, told the audience gathered in the Lindner Conference Center.

"We thank them for the service of their loved ones," he continued. "For more than 200 years, proud New Jerseyans have bravely answered America's call to arms, venturing into harm's way to defend our nation."

The ceremony continued a tradition at Picatinny Arsenal in which red oak trees are planted to honor those who died during the nation's overseas contingency operations. The red

See TREE, Page 3

Costly fuel, weak housing market squeeze road-weary Picatinny technician

The longest commute to Picatinny? Let The Voice know if you drive farther.

BY ERIC KOWAL

Picatinny Public Affairs

It may or may not be the official longest commute for a Picatinny employee, but Jody Fulton says his job is well worth the long stretches of roadway he endures each week.

Fulton, a mechanical engineer technician, has a 105-mile commute from Mount Holly, which is located in Burlington County, and is an eastern suburb of Philadelphia.

The drive averages 90 minutes in the morning, and sometimes as much as two to three hours in the afternoon, Fulton said.

"Fridays are just miserable, especially during the summer with people going to the beach," he said.

"On a Friday afternoon I have to leave work by 2:30 p.m. to get home by 6 p.m."

Fulton began working in the Weapons Technical Support Branch of the Armament Research, Development and Engineering Center here in November 2009.

He put his house on the market shortly

thereafter.

"A year and a half later, the house is still up for sale," Fulton said.

The collapse of the housing market and scarcity of buyers are the only thing keeping Fulton from moving to northern New Jersey and closer to the Arsenal.

Before arriving at Picatinny, Fulton spent 10 years as an active enlisted member in the Air Force. More recently, he was a civilian employee for two years with the Navy at Lakehurst Naval Air Station.

"This is the job I always wanted," said Fulton, who was motivated to serve his country in seeking employment here.

So far, that dedication and desire to work at Picatinny comes at a price.

He changes the oil himself on both his Volvo S40 and Toyota Camry every 5,000 miles to help save on the cost of wear and tear that comes with commuting.

On average, he spends nearly \$600 a month on fuel and another \$100 in tolls.

But the biggest drain on Fulton is the value of his time.

"You can't put a price on sitting in a car for four hours a day," he said.

Fulton said he wakes up at 4 a.m. every day to get to work on time and tries to leave no later than 3 p.m.

That extra time on the road means



Photo by Eric Kowal

Jody Fulton, an employee with the Weapons Technical Support Branch, stands next to his Volvo s40, one of two cars he uses to distribute the wear and tear of commuting more than 200 miles back and forth to the Arsenal each workday.

time that is not spent with his wife and children.

Fulton tried to find a vanpool to accommodate his location and work schedule but with no success.

With gas prices climbing, Picatinny's Director of Logistics, Chris Wagner, said he has seen an increase in the number of employees who commute to and from

work in a vanpool.

"There are more than 450 vanpoolers, and the number continues to rise," Wagner said.

Like Fulton, are you in the pantheon of Picatinny road warriors? If you believe your commute is longer than Fulton's, contact Eric Kowal in the Public Affairs Office at eric.kowal@us.army.mil

Shingo Prize examiners set for ARDEC site visit

International award recognizes organizations with cultures of continuous improvement

ED LOPEZ
Editor

As part of its application for the Shingo Prize for Operational Excellence, the Armament Research, Development and Engineering Center is scheduled to receive a site visit by prize examiners in October that is expected to last two or three days.

Established in 1988, the Shingo Prize is designed to educate, assess and recognize world-class organizations for creating a culture of continuous improvement through employee empowerment and effective leadership.

The philosophy of the Shingo Prize is that a culture of continuous improvement is achieved by focusing on principles of operational excellence, aligning management systems and implementing improvement techniques throughout an entire organization.

“They will interview our leadership, look at our value streams—guns, ammunition and fire control—then they will talk to individuals,” said Brad Sampson, a quality engineering analyst who is involved with award applications and processes.

“It’s a very grass roots kind of thing,” he added. “The employees who do the work are who they want to talk to.”

The Shingo Prize is named in honor of the late Dr. Shigeo Shingo, often described as an “engineering genius” who helped create and write about many aspects of the renowned Toyota Production System and related production systems.

The Shingo criteria focuses on customer satisfaction and profitability; quality, cost and delivery; lean core operations; and leadership and empowerment enablers.

“Examiners will look at our delivery and productivity, innovation and technology, and our approach to environmental health and safety,” Sampson said.

“We’re successful because we’re committed to continuous improvement and we focus on processes,” Sampson added. “We also have a culture of empowerment and we do a lot of training. For example, leaders are trained in leadership development skills.”

Aside from the Shingo Prize, recognition for outstanding organizations includes the Silver Medallion, the Bronze Medallion, and a Research Award. Past winners of the Shingo Prize include John Deere Power Products in Greeneville, Tenn., Lycoming Engines in Williamsport, Pa., and Sandia National Laboratories in Albuquerque, N.M.



Photo by Todd Mozes
Lt. Col. Brian Bosworth receives a flag during his retirement ceremony here June 7. Duties at Picatinny included director of the Munitions Engineering Technology Center, and competency director of the Explosive Ordnance Disposal Technology Directorate. He retires with 24 years of service.



Photo by Todd Mozes
From left, Garrison Commander Herb Koehler, Spc. Agyeman Ott and Margaret “Missy” Nulk cut the cake at Choices to celebrate the Army’s 236th birthday on June 14. Nulk is a logistics management specialist assigned to PM Crew-Served Weapons. Her husband, Col. Ray Nulk, recently deployed to Afghanistan.

THE PICATINNY VOICE



Picatinny Commanding General
Brig. Gen. Jonathan A. Maddux

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We want your story ideas. To reach us, please contact the editor at the Picatinny Public Affairs Office.

All manuscripts, photos or artwork may not be returned without prior coordination. Digital images should be submitted at a resolution of at least 200 pixels per inch.

Due to space limitations, the editor reserves the right to edit submitted articles. Contributions can be sent by e-mail to picavoic@conus.army.mil.

The editorial policy of The Picatinny Voice is to accept letters to the editor and commentaries.

Submissions must be signed or received via e-mail through your own account to be considered for publication, but writer’s names may be withheld upon request. Opinions expressed are those of each author and not an official expression of the Department of the Army or the Command.

The PicatinnyVoice reserves the right to select, reject or edit letters and articles to meet space constraints, achieve clarity or for propriety considerations.

<https://www.pica.army.mil/eVoice>

Tree Memorial furthers healing, key support

Continued from Page 1

oak is New Jersey's state tree and represents the selfless sacrifice the service members willingly made for their country.

Officials here unveiled the memorial in 2008, dedicating 119 red oaks to warfighters who had lost their lives through 2007.

The tradition has continued. Each successive spring, fallen service members from the previous year are similarly honored. A total of 149 memorial trees are now planted on the installation in memory of New Jerseyans.

The ceremony at the Lindner Conference Center featured a reading of the names of the New Jersey fallen service members through 2009, plus slides showing the photos and backgrounds of the 14 service members who lost their lives in 2010.

A 21-gun salute by the Picatinny Arsenal Police Department, the playing of "Taps" by Sgt. Stefon Coleman, and retiring of the colors by the Arsenal Joint Color Guard brought the ceremony to a close.

The day had emerged with overcast skies and varying amounts of rainfall throughout the area. Light, misty droplets had developed by the time family members were transported to the area where trees had been planted in memory of the service members.

"I feel touched that they are honoring my son and all the fallen men and women," Dawn Roberts of Hopatcong told a reporter from a local newspaper. "That definitely helps us, (though) it doesn't lessen our grief." Her son, Army Sgt. Michael D. Kirspe Jr., died in Afghanistan when an improvised explosive device went off. He was 23.

Families whose loved one died in earlier years were also in attendance.

"Honor and remember, that's what it's all about for us," said Shirley Parrello, whose son, Marine Lance Cpl. Brian P. Parrello, died in Iraq in 2005.

Although the annual Tree Memorial ceremony had concluded before noon, the ceremony required many hours of planning and coordination among a wide range of participants.

"There were many dedicated individuals that worked very hard to provide the families an opportunity to remember and to honor their fallen heroes," said Susan Elias, chief of plans, analysis and integration at the garrison. "They deserve nothing less."

As part of the planning the garrison sought volunteers from the garrison workforce, as well as representatives from local American Legions, Veterans of Foreign Wars, the Marine Corps League as well as Gold Star mothers to participate in the Memorial Committee, which was led by Garrison Commander Lt. Col. Herb Koehler.

Members of the Picatinny military community volunteered to escort the 2010 families as well as other families who had not previously attended a ceremony.

Support for the continental breakfast came from the Association of the United States Army and the garrison Civilian Welfare Council.

During his speech, Maddux looked to the immediate future.

"Next year, we will plant new trees in honor of those from New Jersey who fell during 2011, including Spc. Benjamin Moore, whose family has joined us today.

"And we look forward to the day when we do not need to plant any additional trees."



Photos by
Todd Mozes



New course highlights prototyping at Picatinny

BY MARK SANCHEZ
Picatinny Public Affairs

As cutting costs and improving efficiency receive more emphasis, a new course has been developed to give Picatinny Arsenal employees a greater understanding of how to use existing resources to develop prototypes of hardware and software.

"We have facilities that aren't necessarily being used to their full potential because people don't know the capabilities are out there," said Matthew Stracco, an education and training technician.

"Being more knowledgeable about ARDEC's extensive capabilities has the potential to reduce cycle times and decrease costs," Stracco said.

Thus was born the ARDEC Prototyping Capabilities Course. The course objective is "to provide people who make decisions regarding prototyping work on



The Prototype Integration Facility is among the various resources available in Picatinny Arsenal to facilitate the acceleration fielding of equipment to warfighters. Army photos.



contract or in-house with a solid awareness of ARDEC's extensive prototyping capabilities, potential applications and information on how to work with them." The initial course was held June 6-9.

A prototype is an early model of what will eventually be a com-

pleted end-product.

Prototypes allow inventors or developers to verify their understanding of what is required to complete the eventual product. Having a prototype can help inventors sell the idea to customers.

Additionally, if the prototype reveals a flaw in the design, shape or function of the item, problems can be addressed at an early stage at a lower cost than if problems were discovered later in the manufacturing process.

There are two types of prototypes: hardware and software.

Hardware prototypes allow for early analysis of the design and form of the product, as well as testing before the item goes into full scale production.

A software prototype makes it possible to obtain a view of what the product will be capable of performing and the user interface.

In addition, a software prototype can help to persuade stakeholders of a product's effectiveness before they commit to further development.

The 20 participants in the pro-

totyping course toured ARDEC facilities at Picatinny and Benet Labs at Watervliet Arsenal and were shown how the capabilities could be utilized in the prototyping process.

Along with Stracco, proponents of ARDEC's prototyping facilities played a role in creating the course.

Course participants were instructed on the necessary steps for a prototype to be created and developed here.

"We've got a great network of labs and technicians and processors right here, and it can be much faster and cheaper than going off base," said William Osborne, the electronics and prototyping chief.

Tour highlights included the Collaboration Innovation Lab. Ralph Tillinghast, the Collaboration Innovation Lab director, told participants about the front end of the production cycle: how to initiate and start developing ideas.

He mentioned the "Idea Portal" on the PicaWeb where employees can post ideas about innovations, either for personal

reference or as a public forum to seek help from others.

Tillinghast also spoke about technology tailored to formulating ideas, including a 3D printer, Digital Micro-camera, and a Mobile Application Development station.

Course participants were surprised at the ease and capabilities with which ideas could be fostered and developed.

"A lot of folks here really don't know what ARDEC is capable of, and we're wasting valuable time going outside the base because people don't know most things can be done right here," Stracco said.

The class also visited the Armament Software Engineering Center, the Virtual Prototyping and Electronics Prototyping Labs, the Fuze Prototyping and Hardware Prototype Integration Facility, along with more than a dozen other facilities.

Elias Jelis, a four-year employee in materials and engineering, said he was glad he took the class.

"I wanted to see the capabilities of the base; I haven't been 100 percent sure about everything Picatinny does."

First-year employee Julie Ogger agreed. "(The class) sounded interesting, and some of this information is applicable to my job. I went to new employee orientation, but they never gave me a full tour, so this is helpful."

ARDEC plans to offer the class again in the fall, and then twice a year afterward.

Though taking advantage of in-house prototyping expertise can boost efficiency, Stracco said timely support for Soldiers is also critical.

"We've got stuff that needs to get out to the field—stuff that the warfighter needs—and we need employees to get the stuff to the field as soon as possible."

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Escape Trail upgrades will cause two-month closure

Traffic may increase at other entry points

BY ERIC KOWAL

Picatinny Public Affairs

Berkshire Trail, otherwise known as the Escape Trail, will undergo an upgrade project that will require approximately two months to complete.

Ground-breaking was to begin Tuesday, June 14. Major modifications to the existing access control point include a new island and guard booth, new pavement and fencing, and the installation of a utility building and a canopy cover.

The Escape Trail dates back to 1942. In the May 1942 issue of *The Picatinny Voice*, an article mentions 10 escape trails designed to serve as exits in case of an emergency.

Route No. 2, which is the current Escape Trail, started from Building 8, the present site of Building 12.

The trail followed an old Native American path that shows up as Coonrod Path on early maps of the Arsenal.

During this closure, plan accordingly and use one of the various other entry points to the installation. Because of this closure, other gates may see an increase in traffic flow. Garrison personnel asks that you be patient and obey all traffic laws.

Picatinny Book Club meets Aug. 22

The next Picatinny Book Club meeting is in B93, Room 336, during lunchtime from 11:30-12:30 on Aug. 22.

The book selection is "How the Mighty Fall: And Why Some Companies Never Give In" by Jim Collins.

"How the Mighty Fall" presents the hope that leaders can learn how to stave off decline and, if they find themselves falling, reverse their course, in part by understanding the five stages of decline, behind the book.

Collins' analysis of management response to

decline--denial of risk, grasping for salvation, and capitulation to irrelevance or death--accurately describe how leaders respond to deterioration in their business

Persons interested in participating may contact Johnny.figueroa@us.army.mil to sign out a copy of the book in Building 355, Room 1.

An unabridged audiobook (CD, four-hour duration) version the book is also available for sign-out in the Collaboration Innovation Lab, Building 31, Room 200. Contact Ralph.tillinghast@us.army.mil to check on availability.

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Bronx Zoo - Pay One Price - \$22/adult, \$16/child. Includes admission and 8 extras: Gorilla Forest, Children's Zoo, Butterfly Garden, Jungleworld, Monorail, Zucker Bug Carousel, Zoo shuttle and 4-D Theatre.

Mountain Creek - \$28/person

Camelbeach - \$29/person

Wednesday, August 17 - Thunder Over the Boardwalk - Join us as we travel down to Atlantic City for the most spectacular air show you can imagine. See the Air Force Thunderbirds, the Army's Golden Knights and other aircraft.

The cost is \$29 per person for charter bus transportation. Bring your beach chair and your cooler and sit on the beach to watch the air show. We board the bus at 6:30 a.m. because we expect traffic in the Atlantic City area.

We will see the whole air show before departing around 4:30 p.m. Rain or Shine! Our destination is the Tropicana Casino and there will be some casino free play for adults; the exact amount still to be announced. We will be back at the Arsenal around 7:30 p.m.

Broadway vote: Want to go to a Broadway Matinee Show on Sunday, 16 October? Which show would you like to see?

Please vote for your favorite and help us choose the show. Price includes Orch/1st Mezz tickets and charter bus transportation.

Lion King - \$119/person

Memphis - \$117/person

Rain - \$117/person

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How to Succeed in Business Without Really Trying - \$117/person

Send an email to linda.pienkos@us.army.mil with your vote.

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Armed Forces All Saints Ball

The Second Annual Armed Forces All Saints Ball was held June 4 at the Cannon Gates Conference Center at Picatinny Arsenal.

The presentation of awards in various categories (see names of recipients below) was one of the highlights of the evening.

The event also featured a round of hearty toasts that ranged from the United States of America to the fallen warriors who have served the nation with valor and honor.

A single table for one person was specifically set aside and reserved, representing fallen Americans from all services who could not be at the event.

Fallen but not forgotten.

Ed Lopez



Photos by Todd Mozes



Field Artillery Awardees ~Honorable Order of Saint Barbara~ Lt. Col. Orjan Strom Lt. Col. Jeffrey Woods Gary Bodnarchuk Lisa Madigan Michael Maselli David Wong	Armor Awardees (Armor Order of St. George) ~Noble Patron of Armor~ Raymond Carr Robert Darcy Roger Joinson David Rigoglioso	Engineer Awardees ~Order of de Fleury~ Capt. Eric Timmerman Robin Gullifer Robert Wisser
Infantry Awardees ~Order of Saint Maurice~ Maj. Christopher Conley		Ordnance Awardees ~Order of Samuel Sharpe~ Maj. Paul Alessio Maj. Brian Souhan Brian Casteel Mary Wakefield



Nearing retirement, Tamilio reflects on acquisitions career

PM Soldier Weapons recalls Soldiers using washing machine parts to protect vehicles.

BY KEVIN DOELL
PEO Soldier

To meet Col. Doug Tamilio is to experience a whirlwind of wit, knowledge and enthusiasm.

Whether he's discussing the portfolio of his Project Manager (PM) Soldier Weapons group, flying airplanes, or cruising on motorcycles, there's always a spark in his eye and a joke waiting in the wings.

As PEO Soldier's departing PM for Soldier Weapons, Tamilio will soon be turning the page on a 30-year Army career spent among infantry Soldiers and acquisitions professionals.

It has been a busy tour for the colonel, who takes pride in the added capability that was provided to Soldiers during his tenure.

Since 2008, PM Soldier Weapons has fielded more than 250,000 weapons and completed contract actions totaling \$2.4 billion.

The PM shop has also been at the forefront of dynamic programs, including a competition for a new carbine, the developmental XM25 airburst weapon system, and remote weapon station development that will forever alter the battlefield landscape.

Tamilio will be changing over his charter to Col. Scott Armstrong on June 28, and retiring at a separate ceremony later that day.

Below are excerpts from an interview conducted with Tamilio reflecting on his years of service.

Later this summer, the colonel will depart for Aberdeen Proving Ground, Md., with his family, where he will begin a new phase of service to his country as a Department of Defense (DoD) civilian.

What was your most memorable job in the Army?

My most memorable job was when I was the company commander in the 5th Battalion, 8th Infantry Division in Mainz, Germany in the late '80s.

The Cold War was still going heavy—us versus the Russians—and we were training hard for the Fulda Gap scenario when the Berlin Wall came down.

It was an historic event that really changed the world and we were part of that.

What was the greatest lesson learned from your Army career?

The greatest lesson to learn is to trust your subordinates and team members. When I first came into the Army I was a micromanager.

I didn't think anyone could do as good a job as me. Ultimately, I learned to trust in the incredible talent of the NCOs and subordinates on the team.

Of course, an effective leader checks



Col. Doug Tamilio will be retiring June 28, the same day that he changes over his charter as PM Soldier Weapons to Col. Scott Armstrong. Army photo.

“The Army can go one of two ways. One possibility is for the Army to reduce some of the redundant, costly overhead and trust the program managers that have been granted the charters to execute the work.”

everything, but empowers his people to do the right thing.

As an acquisitions officer, what contribution do you feel has made the biggest impact for Soldiers?

Early on in 2003, our Soldiers were still driving around Iraq and Afghanistan in thousands of canvas-covered HMMWVs (High-Mobility Multipurpose Wheeled Vehicles) with no armor protection. Soldiers started taking I.E.D.s (Improvised Explosive Devices)

In response, they started to up armor their own HMMWVs and trucks with everything from steel I-beams to parts of washing machines tied down with rope.

I had recently been put in charge of the Rapid Equipping Force (REF), which was relatively new at the time.

We had learned that the requirements process was preventing the acquisitions system from producing up-armored kits for the field.

I visited two manufacturers in Arizona who had built kits in the past and worked with them on a new design for a kit you could adapt to the HMMWVs. We shipped 20 kits to Iraq as a trial.

Within two weeks, I had already received a photograph from a specialist showing off a bullet-riddled vehicle. His note read, ‘Thanks REF. You saved my life. This kit worked.’

Ultimately Army Material Command took the design, improved it, and began

fielding thousands of kits, which ultimately saved a lot of lives and kept a lot of Soldiers safe.

How has Army acquisitions changed over your career?

Unfortunately, the institution of the Army has become a lot more bureaucratic. It seems more challenging to get the Soldier what he or she needs today than it was in the past.

I hope the Army recognizes this and begins to streamline as it looks for efficiencies in the face of declining budgets.

We need to shorten the cycle of getting equipment to the field. We've got to do away with some of the oversight. It goes back to the principle ‘trust your people.’

How do you envision Army acquisitions in the next 15 years?

The Army can go one of two ways. One possibility is for the Army to reduce some of the redundant, costly overhead and trust the program managers that have been granted the charters to execute the work.

The other option is for the Army to make, say, 10 percent cuts across the board, which is typically what happens. That approach usually results in the loss of personnel who were getting the product to Soldiers, but doesn't get rid of the oversight.

As a result, the job gets even harder. So, it's my hope that the DoD finds ef-

ficiencies by eliminating organizations that add little value as opposed to taking away from those organizations producing the product, maintaining the product, and fielding it to our Soldiers.

What's the future for Soldier Weapons programs?

Looking at the long-term budget, I see declines because we are reaching some of our acquisition objectives.

However, our numbers don't go below where we were before the war. The numbers are more robust than that. This doesn't account for new weapons requirements that will come and get funded in the future either.

Some of these are very critical like the hand-gun requirement and the sub-compact assault rifle.

The bottom line is that it will be harder to get our job done. There will be fewer resources to do the things we want to do, but I still think we are funded adequately to sustain the force.

What do you hope to see for small arms in the future?

We need to look for the next leap-ahead weapons. We need to go beyond the individual carbine. Beyond the XM25, even. What can we get to in the future?

Target acquisition fire controls for all weapons ... maybe a crew-served weapon that fires programmable airburst rounds like the XM25. I'm optimistic. I think in the next 10-15 years there will be significant advances in small arms.

What I'd really like to read about when I'm sitting in my rocking chair is individual Soldiers empowered with the ability to direct munitions on target above and beyond just what his individual weapon can fire.

A Soldier should be able to look in the direction of his target, push a button and deliver lethality to the target.

Generally speaking, we need to keep our guys more lethal than any other force out there by giving them the ability to orchestrate a range of lethal effects, instead of being just a person pulling a trigger on an individual weapon.

What do you say to the young person considering making a career of the military?

A career in the Army is a great thing. You are giving back to your country, which is always a noble cause.

You learn so much in the Army that you just can't learn anywhere else in terms of leadership skills and interpersonal skills.

You get to see a lot of great places around the world.

The Army definitely has taken care of me, invested in me, and provided me with experiences I couldn't get anywhere else.

Most importantly, I've built friendships in the Army that will last forever.

A change of charter ceremony for Project Manager Soldier Weapons will be June 28 at 10:30 a.m. in front of Building 151.



NEW RECRUITING LEADER

On May 26, Picatinny Arsenal saw a change of command of the North Jersey Recruiting Company between incoming Capt. Micah Ramseur, left, and outgoing Capt. Rafal Stachowski, right.

Our Customers Are Strangers But Once



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Looking Back ... At Picatinny



BY PATRICK J. OWENS
ARDEC Historian

All around us are reminders that June is National Safety Month. In keeping with this theme, above is a photo of Building 235 after an explosion of detonator mixture on April 24, 1942.

The purpose of publishing this picture is not to emphasize what happens when workers do not follow proper safety procedures. This is actually a happy story that stresses the advantages of following those procedures.

This explosion did not seriously hurt anyone, but it almost severely injured H. T. B. Fredericks, the gang boss who was mixing the detonator ingredients. As *The Picatinny News* of May 22, 1942 reported, Fredericks would have suffered severe facial burns if he had not been wearing a mask as required by a recent regulation change.

He only received a cut to his chin when the blast sent the mask's aluminum frame into his face and chest. A protective bib prevented chest injuries. The arsenal quickly ordered padding for future masks to prevent cuts.

The masks had become required equipment only since powder flashes had injured another employee back in October 1941. Fredericks had been standing by this employee when the accident happened and suffered a slight scorching. He learned from experience. Remember, following safety regulations and procedures could mean you do not have to learn from experience.



The Directorate of Public Works recently installed solar streetlight fixtures on an environmentally sensitive walkway between the Picatinny Chapel and Child Development Center. Energy Engineer Grisel Robles is shown here with the new solar lights.

Solar cell systems could save millions in fuel costs

Army News Service

VICENZA, Italy -- The silence of nonpolluting solar energy at work may someday replace the hum of muffled generators in remote field locations.

Maj. Tim Franklin from the U.S. Army Research Development and Engineering Command, who also serves as science and technology adviser to U.S. Army Africa, is the lead in coordinating an experiment using flexible solar cells that could eventually save millions in Army fuel costs.

In fact, the project was recently nominated for recognition in the Annual Secretary of the Army Energy and Water Management Awards because of the more than \$230,000 in savings by using the solar shade.

TRANSPORTATION BENEFITS

The concept is simple—flexible solar cells affixed to a sun shelter then connected to a system of storage batteries.

"Solar shade produces two kilowatts of power. That may not seem like a lot, but in a remote area it's perfect because you don't have to worry about transporting fuel or replacing parts," Franklin said.

"You could place this on a remote mountain site to provide power for a radio retransmission site [since] it requires very little maintenance," Franklin said.

"You're actually reducing the use of air conditioning units too, so there's really a triple benefit along with the free clean source of energy."

Flexible solar cell systems have a number of advantages that can serve Soldiers well in the field:

- Quiet
- Requires minimal maintenance
- Produces clean energy from the sun
- Works at night pending storage batteries charged
- Cost effective
- Operating area requires 40-by-60-foot area

Franklin added that the heart of the solar shade consist of four Hawker High Mobility Multipurpose Wheeled Vehicle batteries with a balancing system featuring a simple voltage meter with a 110 volt power inverter.

In July 2010, with the help of Kansas Army National Guardsmen assigned to the Combined Joint Task Force - Horn of Africa, Franklin along with Steve Tucker, the lead for alternative power programs



The solar shade, fully deployed, uses flexible solar panels to provide two kilowatts of power daily. Using flexible solar cells could eventually save millions in Army fuel costs. Army photo.

at U.S. Army Natick Research, Development and Engineering Center, traveled to Djibouti to set-up the solar shade.

Running on fans, hand-held radio chargers and lights, the system has been cranking out two kilowatts of power daily, Franklin said.

COOLER TENTS

"Soldiers with the Kansas Guard have been using the shade every day since last July. It has even survived some storms that damaged other structures," Franklin said.

"In the near future, [Steve and I] will travel to Djibouti to train a new group of CJTF - Horn of Africa Kansas National Guard Soldiers on use of the solar shade."

Because of the overall benefits, Combined Joint Task Force - Horn of Africa

wants to keep the equipment and have added it to their property books since they plan to use it in other locations and on other missions in Africa.

"The solar shade produces power and gets about 70 to 80 percent blockage of the sun, so the shade is cooler than many of tents or shades used now and it produces clean energy from the sun," Franklin said.

"You're actually reducing the use of air conditioning units too, so there's really a triple benefit along with the free clean source of energy," he said.

Franklin concluded that they haven't yet heard how they fared in the 33rd Annual Secretary of the Army Energy and Water Management Awards, but to be nominated is an honor.

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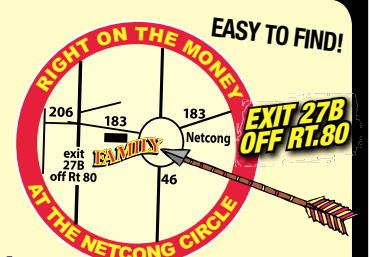
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Terrorist threat increases with 'homegrown' recruits

BY JAMIE McCURRY

Picatinny Antiterrorism Office

Threats to our national security can take various paths and forms, which means learning more about how those threats develop so that citizens can be more alert about their presence.

Unreported events led to tragedy

On Nov. 5, 2009 Nidal Malik Hasan, a U.S. Army Major, allegedly shot and killed 13 people and wounded 32 at a pre-deployment center at Fort Hood, Texas.

Reports indicate that Hasan, an American-born Muslim, started expressing tendencies toward radical Islam as early as 2005.

Before the shooting, Hasan had given a presentation at the Uniformed Services University that justified suicide bombing and told classmates that Islamic law trumped the Constitution.

Hasan had even been sending email communication to Anwar al-Awlaki, a Yemen-based cleric, who quickly declared Hasan a hero quoting, "fighting against the U.S. Army is an Islamic duty."

Hasan was not only a Homegrown Violent Extremist (HVE), but also an insider threat.

Such a situation can be considered one of the greatest terrorist threats that America faces today.

This tragedy could have been prevented if even one person made Hasan's action known to authorities.

So how does one distinguish what should be considered a threat? How does someone "on our side" become radicalized?

ON THE INSIDE

An insider threat can arise from various quarters that include disgruntled, former or current employees, contractors, consultants, suppliers, and visitors who can thwart the homeland security mission. An outgrowth from the Fort Hood shootings was Army regulation 381-



Left, Army Maj. Nidal Malik Hasan reportedly made statements favoring radical Islam before he was charged with killing 13 people at Fort Hood, Texas, last year. Right, the English-language magazine *Inspire* is intended to promote "open source Jihad" by Americans.



12, titled "Threat Awareness and Reporting Program."

It reads in part, "The Department of Defense faces threats from persons on the inside (the insider threat), those with placement and access in an organization who may compromise the ability of the organization to accomplish its mission through espionage, acts of terrorism, support to international terrorist organizations, or unauthorized release or disclosure of classified or sensitive information," the regulation announcement stated, adding "the potential of the insider threat to cause serious damage."

Inspire Magazine

Some terrorist HVEs are born in America and are radicalized at some point in their lives.

While there are multiple methods used to recruit and develop those who are sympathetic to the cause, one of the more effective ones aimed specifically at Americans is the Inspire Magazine.

Inspire is an English-language online magazine published by Al Qaeda in the Arabian Peninsula (AQAP). The purpose of Inspire is to spread AQAP's propaganda to the West and promote "open source Jihad."

The summer 2010 issue advises making a pipe bomb using common materials. The fall 2010 issue encourages using one's car to "mow down" people in crowded places.

The winter 2010 issue discusses how to blow up buildings. All these methods are designed to provide individuals with simple methods to conduct terror attacks with any direct ties to al Qaeda or its affiliates.

Terrorism is moving away from Al Qaeda's traditional attacks to a more simple method of using individuals with no affiliation to Al Qaeda to carry common weapons.

Traveling abroad and receiving training from Al Qaeda camps endangers the members and the aspiring terrorists. AQAP has developed this "open source Jihad" to promote attacks without the tradition support of a physical community.

The difficulty in stopping the 'lone wolf' attackers is an extraordinary challenge.

JIHAD JANE

Colleen R. LaRose was indicted on four federal counts, including helping to recruit men over the Internet to wage jihad in Europe and plotting to murder a Swedish cartoonist for his drawings that were perceived as offensive to Islam.

LaRose is an American woman who converted to Islam and used her persona of "Jihad Jane" in order to assist what she considered to be suffering Muslims.

Terrorist extremists target Americans who are sympathetic to their cause and already live in the United States, thus bearing an "American" appearance.

Indicators of potential, terrorist-associated insider threats

The following activities may be indicators of potential terrorist activity and should be reported immediately.

1. Advocating violence, the threat of violence, or the use of force to achieve goals that are political, religious, or ideological in nature.
2. Advocating support for international terrorist organizations or objectives.
3. Providing financial or other material support to a terrorist organization or to someone suspected of being a terrorist.
4. Association with or connections to known or suspected terrorists.
5. Repeated expressions of hatred and intolerance of American society, culture, government, or the principles of the U.S. constitution.
6. Repeated browsing or visiting internet websites that promote or advocate violence directed against the U.S. or U.S. forces, or that promote international terrorism or terrorist themes without official sanction in the performance of duty.
7. Expressing an obligation to engage in violence in support of international terrorism or inciting others to do the same.
8. Purchasing bomb making materials or obtaining information about the construction of explosives.
9. Active attempts to encourage others to violate laws, disobey lawful orders or regulations, or disrupt military activities.
10. Familiar ties to known or suspected international terrorists or terrorist.

Notify the Picatinny Police Department (Building 173) at 973-724-PAPD (7273) on-post or, dial 911 off-post or for emergencies.

Tell us what you'd like the next Antiterrorism/Force Protection article to feature.

We'd like to hear from you.

Comments and questions can be forwarded to William Doyle, Antiterrorism Officer, at William.p.doyle@us.army.mil.

You can also contact Jamie McCurry, the Assistant Antiterrorism Officer, at Jamie.mccurry1@us.army.mil. You can also call (973) 724-4716/5405.

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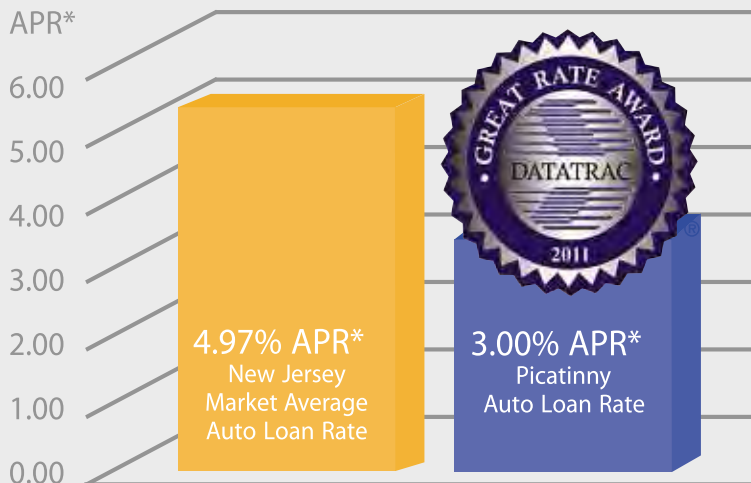
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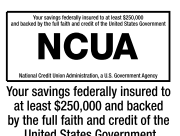
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